



Arizona Department of Education

Internal Customer Satisfaction Survey Report

Fiscal Year 2012

(June 2012)

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Executive Summary

In late May 2012, the ADE Internal Customer Satisfaction Survey was distributed to all ADE staff. Of the 536 who were invited to participate, 212 responded (40% response rate). The enclosed report is a summary of Survey results. The purpose of the assessment was to measure internal customer satisfaction on current ADE services, and to identify issues, problems and opportunities for improvement from our internal customers' perspective. This assessment is a critical component in guiding the Department to achieve "Knock Your Socks Off" (KYSO)¹ service in the following value-added components of service:

1. Information is delivered in a timely manner.
2. Communication completely and effectively covers the scope of the topic addressed.
3. ADE staff work in a collaborative manner with LEA staff.
4. ADE staff display a high level of content knowledge.
5. Materials/data provided by ADE staff are characterized by a high level of accuracy.

The areas noted above were rated on a five-point scale: Strongly Agree (5); Agree (4); Somewhat Agree (3); Disagree (2); Strongly Disagree (1). In addition, respondents were asked to provide an overall satisfaction rating, with the following scale: Excellent (5); Good (4); Adequate (3); Needs Improvement (2); Poor (1). A detailed listing of overall satisfaction ratings by program is provided on page 4 of this report. Since delivering "Knock Your Socks Off Service" (KYSO)¹ is integral to ADE's vision, a "net top box" rating (the percent rating services "Poor"—assigned value of 1, subtracted from the percent rating services "Excellent"—assigned value of 5) is also provided in the same chart.

Data Collection Process

The data collection process for the assessment entailed distribution of a confidential, online survey to ADE staff at all levels. The survey was designed to reveal consensus of opinion on issues, problems, what is currently working well and improvement opportunities.

Respondents were asked to give feedback (closed and open-ended) on ADE support services in: Human Resources/Payroll; Building Operations; Business and Finance; Information Technology (IT); Office of Communications and Innovation (OCI); Government Relations; Research and Evaluation (R & E); Strategic Planning.

Data Analysis

Data analysis was accomplished using statistical analysis graphically presented in frequency distributions (histograms) and Pareto analyses. Histogram(s) represent an average opinion score and the distribution of opinions along a numerical scale. Pareto analyses have been used for non-numeric data; for the purpose of this assessment, stated opinions about what is currently working well, and opportunities for improvement (problems, issues and causes). Pareto analysis is a technique for finding the changes that will lead to the greatest benefits. It is a prioritization method that identifies the most significant items among many and is useful where numerous possible courses of action are competing for attention. This tool helps to prioritize where action and/or process changes should be focused.

¹ Performance Associates, Inc; *Delivering Knock Your Socks Off Service*, (New York: AMACON, 2007)

Results Overview

Respondents were asked to provide an overall satisfaction rating for each ADE internal support service provider. Averages for 2012 and 2011 are provided below, in addition to “net top box” ratings (percent rating “Poor” subtracted from percent rating “Excellent”).

Program	2012 Overall Satisfaction Rating	2012 “Net Top Box”	2011 Overall Satisfaction Rating	2011 “Net Top Box”
Human Resources	4.06	40.3%	3.68	21%
Building Operations	3.98	32%	3.79	17%
Business & Finance	3.90	24.9%	3.57	10%
Strategic Planning	3.84	30%	3.81	28%
Government Relations	3.79	22.3%	3.60	23%
Information Technology (IT)	3.78	23.4%	3.28	5%
Research & Evaluation (R&E)	3.74	22.9%	3.34	7%
Office of Communications & Innovation (OCI)	3.67	16.3%	3.47	14%
ADE	3.38	8%	3.19	0%

Customer Feedback by Service Provider Group

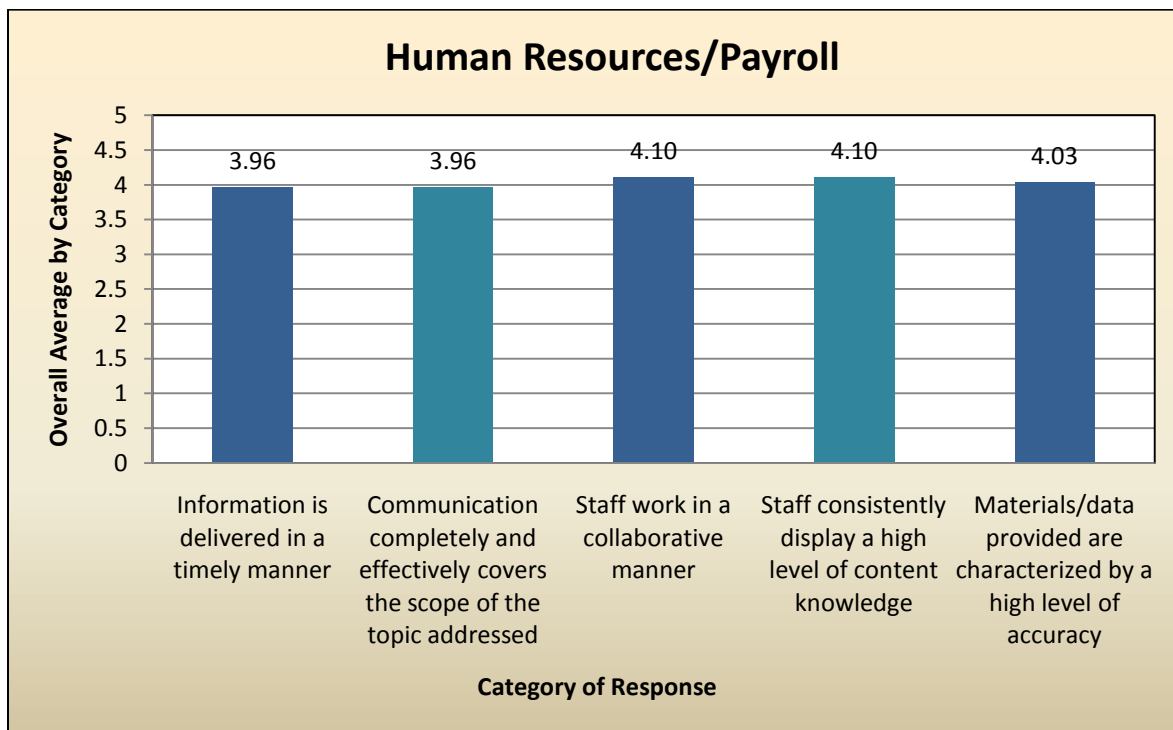
Employing a five-point scale (5 = Strongly Agree; 4 = Agree; 3 = Somewhat Agree; 2 = Disagree; 1 = Strongly Disagree), respondents were asked to indicate their agreement/disagreement with statements related to services provided by each identified group.

Overall satisfaction averages for services, as well as a summary of comments regarding what could be improved/what is working well, are provided for each group.

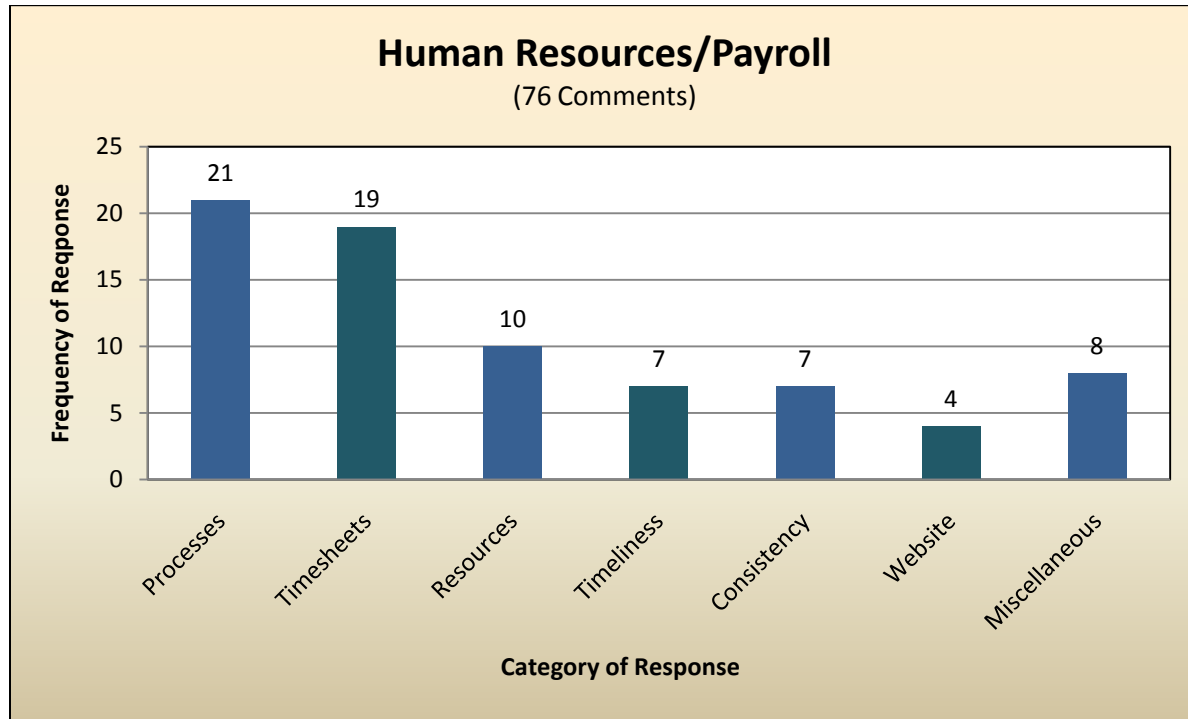
1. Human Resources/Payroll (Overall satisfaction rating: 4.06)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Position and personnel actions (classification and compensation)
- Disciplinary action guidance for managers
- Hiring process
- REACH events
- Benefits enrollment and support
- Management reports
- Payroll/timesheets support
- HR/Payroll intranet website



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Process:

- Streamline hiring process; increase effectiveness to screen/hire the best candidates
- Reformat forms, miscellaneous process improvements

Timesheets:

- New system burdensome and time-consuming
- Provide user-friendly procedures, training, tip sheets

Resources:

- Update training materials
- Provide more training opportunities for staff/management

Timeliness:

- Improve response time on hiring process, requests for information

Consistency:

- Provide consistency on answers and policy implementation

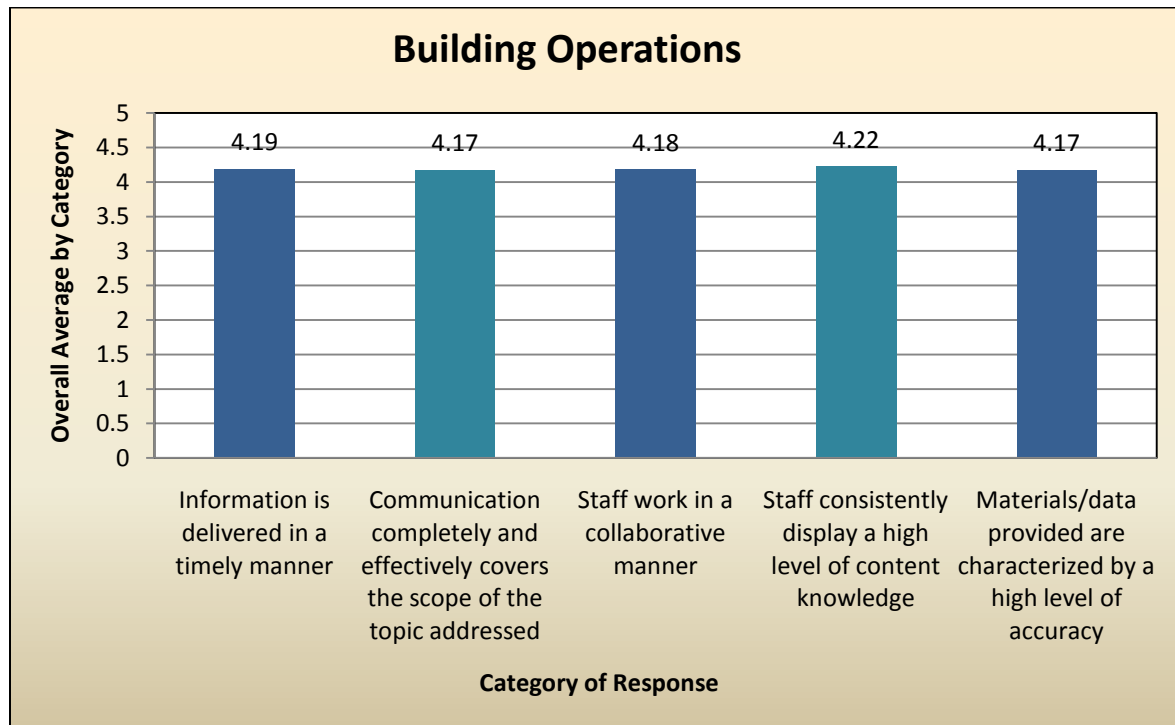
Working Well (Total 11 unsolicited comments):

- Staff consistently professional, helpful
- Efficient support; responsive staff

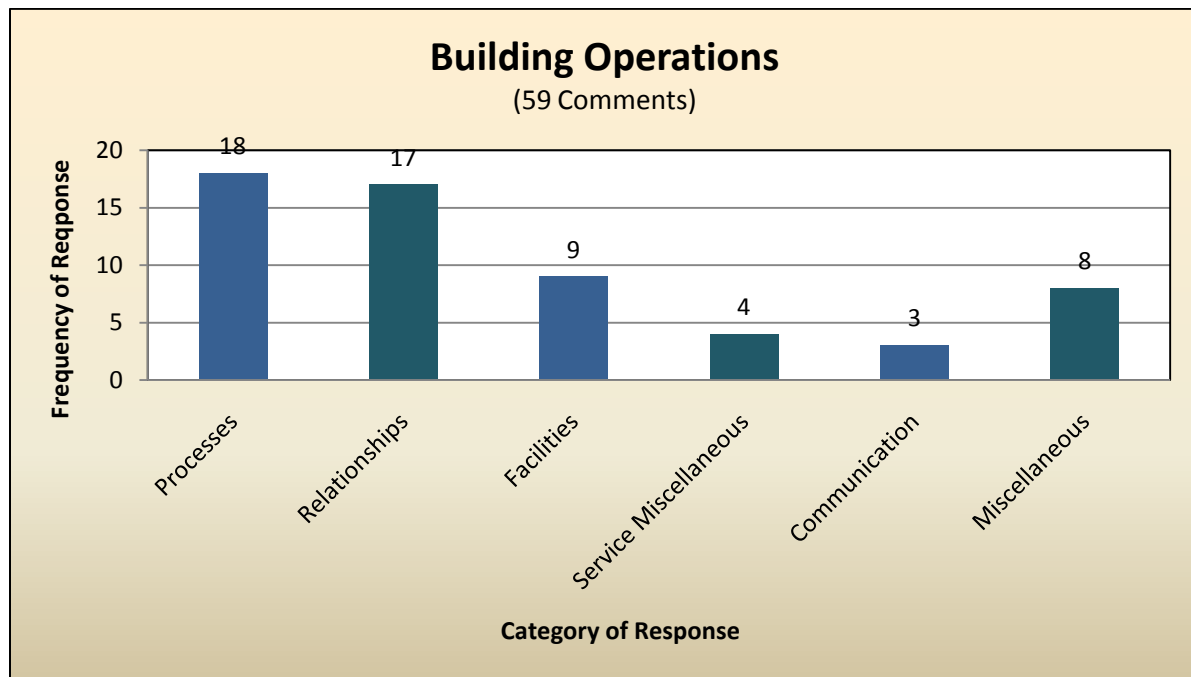
2. Building Operations (Overall satisfaction rating: 3.98)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Mail delivery
- Print Shop orders
- Facilities
- Conference room management and set-up
- Supplies management and delivery



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Process:

- Streamline/simplify room reservation, set-up and accountability process
- Mass mailings, daily delivery
- Miscellaneous policies

Relationships:

- Division leadership model the tone of customer interactions and service
- Develop customer relationships that are consistently congenial, collaborative

Facilities:

- Improve building cleanliness (elevators, carpets, bathrooms)
- Provide more responsive service to requests for maintenance, assistance

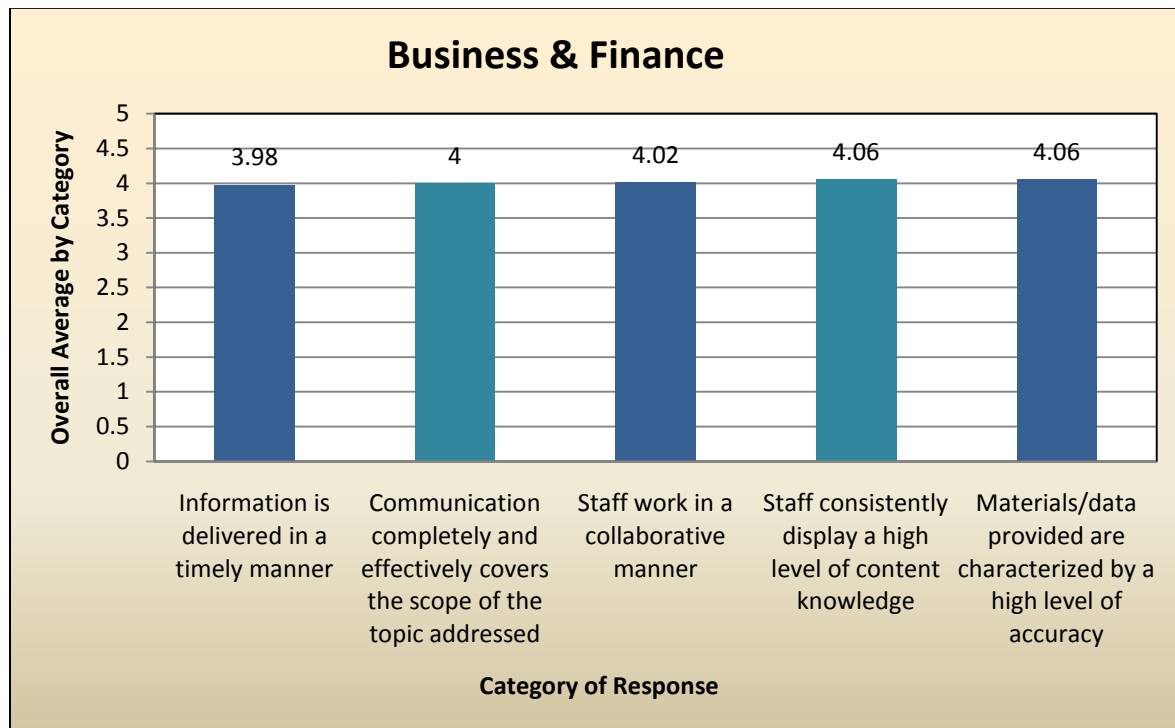
Working Well (Total 12 unsolicited comments):

- Staff consistently pleasant and helpful
- Staff work hard to resolve issues
- Operations staff (facilities, print shop, mail room) are very helpful, follow through on requests

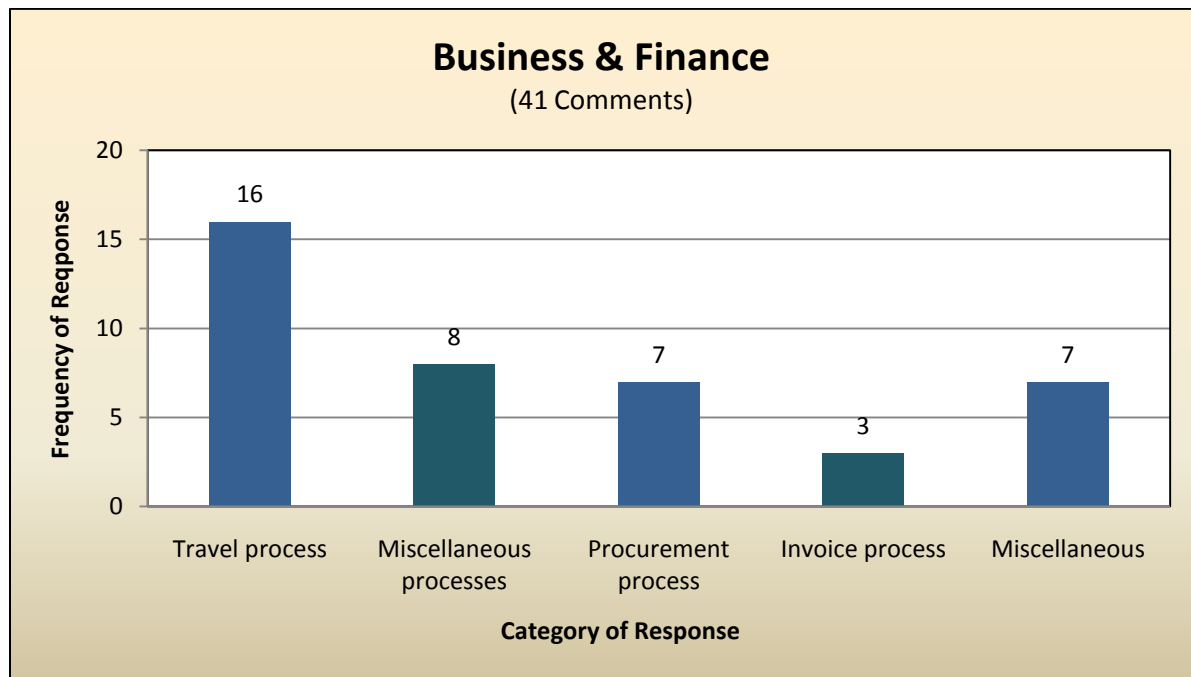
3. Business & Finance (Overall satisfaction rating: 3.90)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Procurement support
- Budget development assistance
- Purchasing
- Invoice processing
- Grants management assistance
- Travel processing
- Receivable processing



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Travel Process:

- Streamline/simplify reservation process
- Make claims reporting more user friendly
- Provide timely updates/notification re. problems, processing

Miscellaneous processes:

- Coordinate/collaborate across work groups
- Provide clarification, information
- Update grants management system and consistency among staff answers to questions

Procurement process:

- ProcureAZ ineffective and difficult
- Provide more responsive, knowledgeable service to requests for assistance

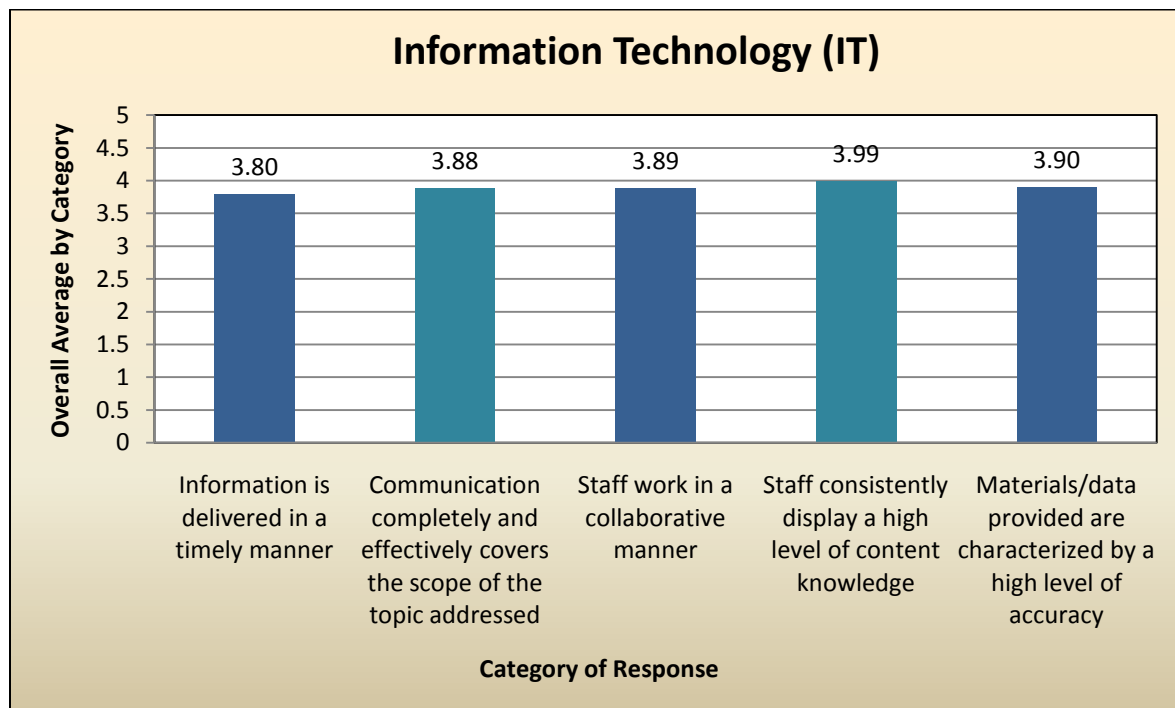
Working Well (Total 8 unsolicited comments):

- Staff consistently pleasant, knowledgeable and helpful
- Staff respond in a timely manner

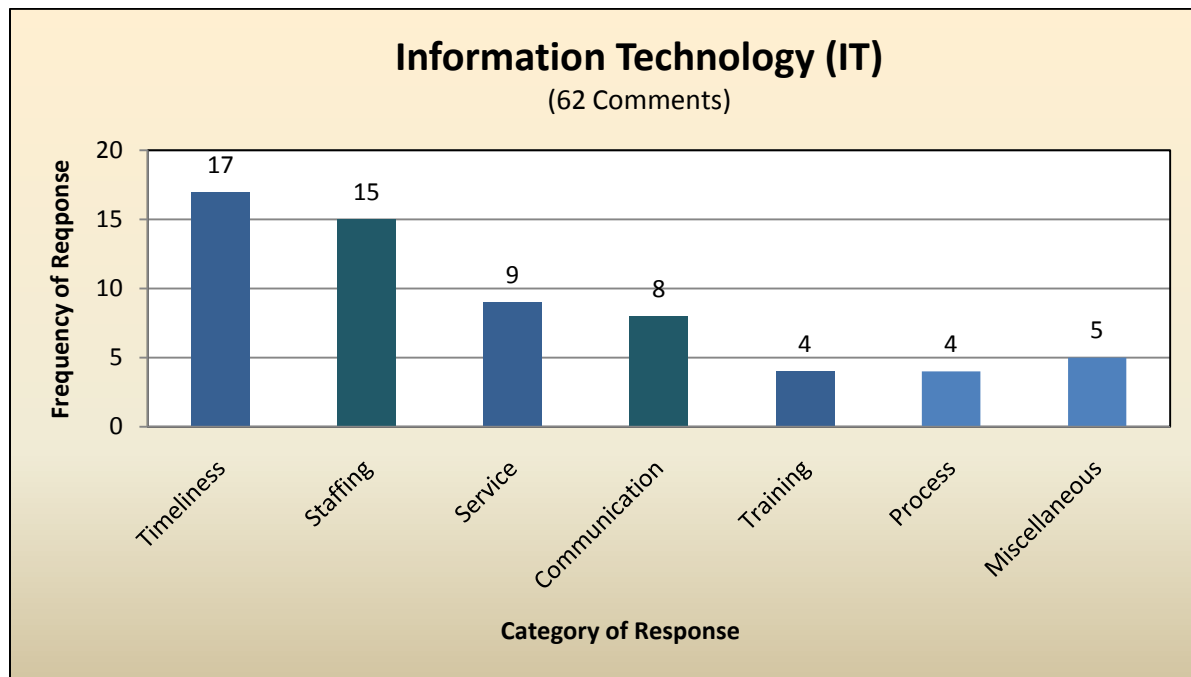
4. Information Technology (IT) (Overall satisfaction rating: 3.78)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- System accessibility
- Network availability
- Help Desk
- Systems development and enhancement



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Timeliness:

- Improve response time to email requests for support, information and problem and/or project resolution/completion

Staffing:

- Provide stability on people assigned to projects; be sensitive to impact of staff turnover on customer projects
- Provide more on-site IT staff
- Understaffing negatively impacts service and ability to meet deadlines

Service:

- Improve responsiveness and efficiency (i.e. with software, printer issues)
- Listen to understand; focus more on customer needs, impact of delays

Communication:

- Improve communication within IT
- Provide clearer, more understandable communication; reduce technical jargon

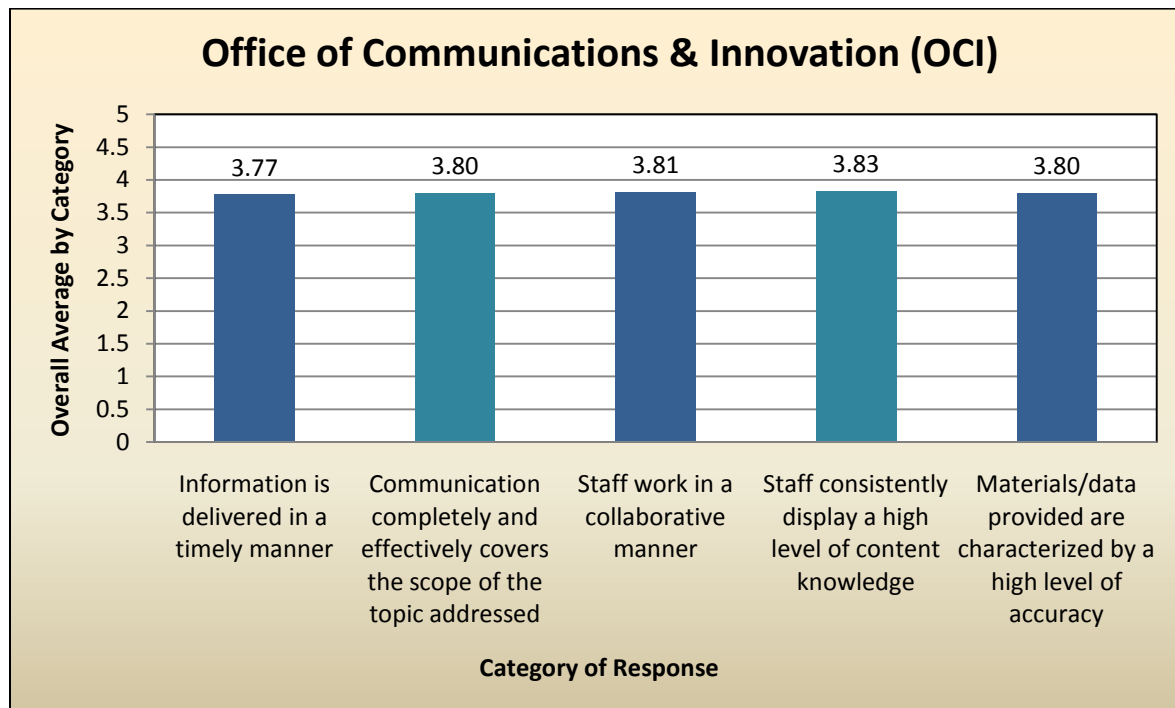
Working Well (Total 13 unsolicited comments):

- Staff consistently pleasant, knowledgeable and helpful
- Staff respond in a timely manner

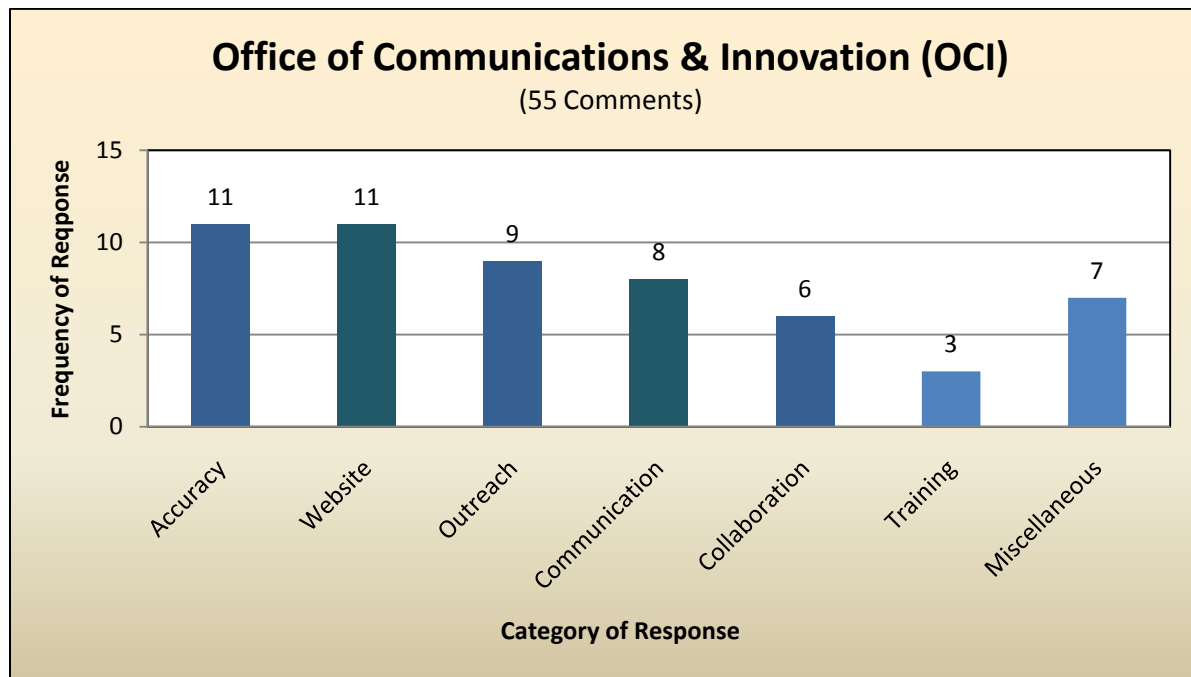
5. Office of Communications and Innovation (OCI) (Overall satisfaction rating: 3.67)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Internal information-sharing
- Website development and maintenance
- Conference operations maintenance



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Accuracy:

- Eliminate typos and grammatical errors in materials distributed by OCI
- Ensure accuracy and consistency with internal communication

Website:

- Problems with website development and maintenance; need to ensure we can provide support and resources to the field
- Needs to be more user-friendly

Outreach:

- Unfamiliar with group and what it does

Communication:

- Publish ADE Insider on regular, predictable schedule
- Practice and model effective, efficient, meaningful communication

Collaboration:

- Demonstrate commitment to collaboration; prior to making decisions that impact work groups, solicit their input
- Learn about Unit functions

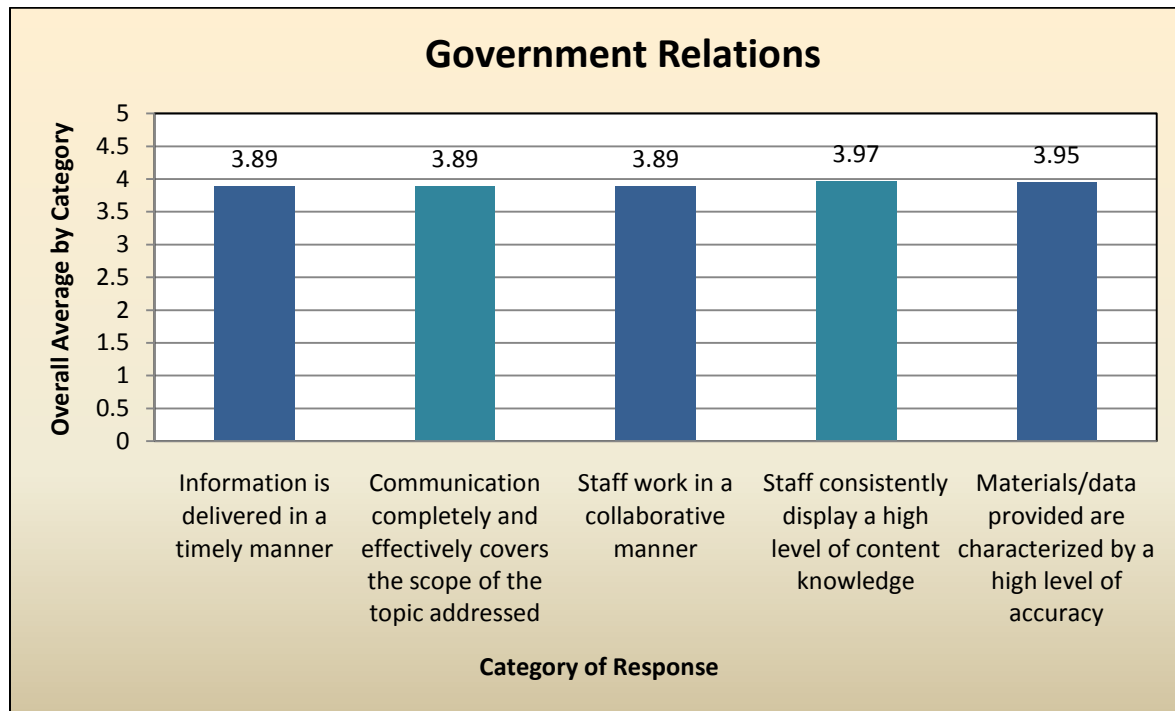
Working Well (Total 2 unsolicited comments):

- Staff has been most helpful regarding event planning
- No problems

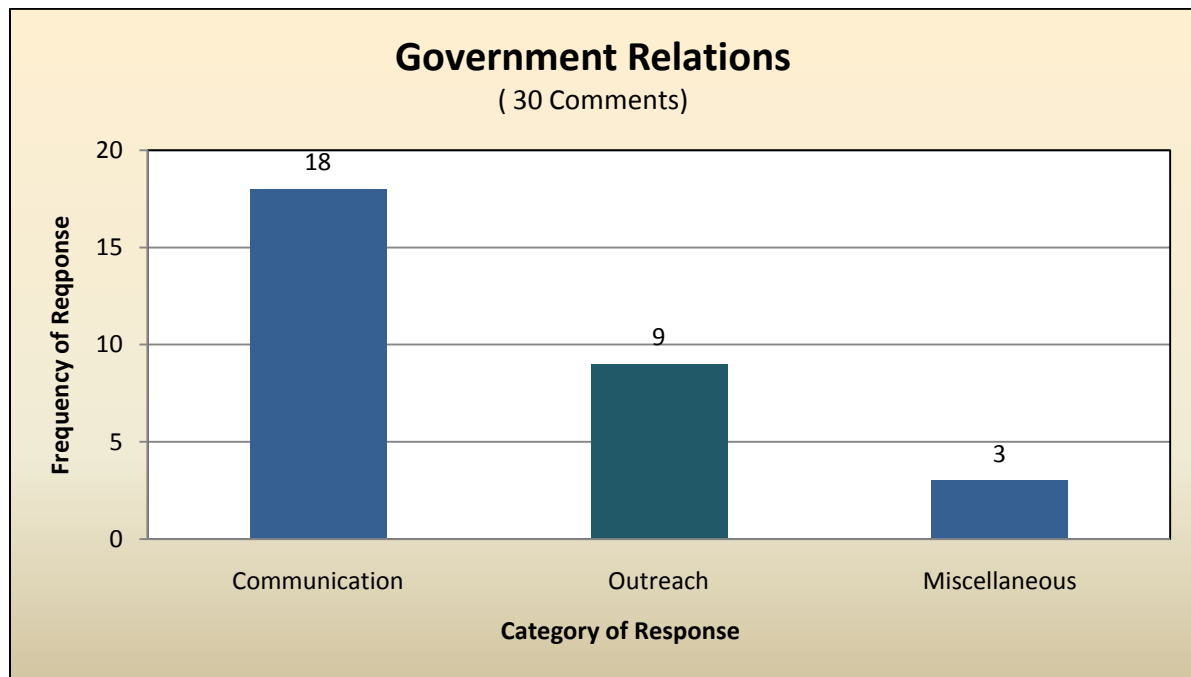
6. Government Relations (Overall satisfaction rating: 3.79)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Promote ADE legislative agenda
- Monitor Federal activities affecting ADE
- Guidance on implementing specific legislation and policy
- Communication and updates regarding new/changes to legislation and/or policy



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Communication:

- Provide clear, detailed explanations regarding Federal and State activities, and the potential consequences on various programs in ADE
- Share information on what the ADE administration will promote in future legislative sessions
- Ensure information provided to leadership is shared with staff at all levels

Outreach:

- Provide information on what Government Relations does
- Not aware of this work group or what they do

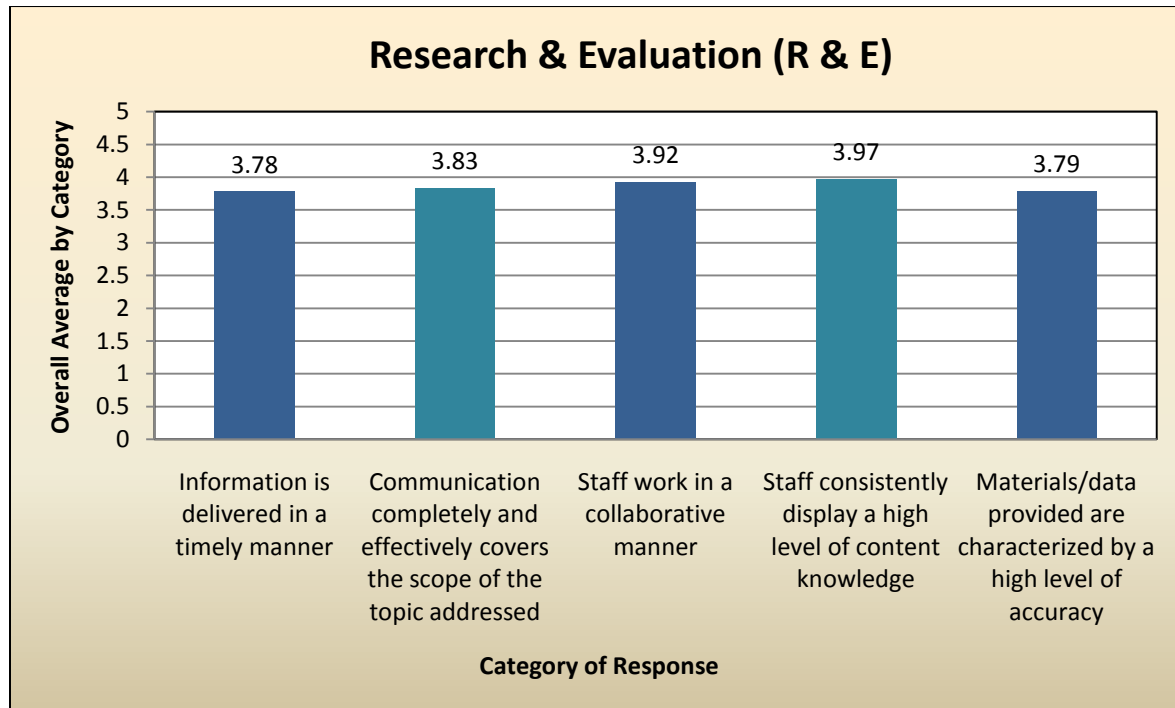
Working Well (Total 12 unsolicited comments):

- Appreciate the well-written legislative updates
- Great improvements in this group
- Staff do a good job

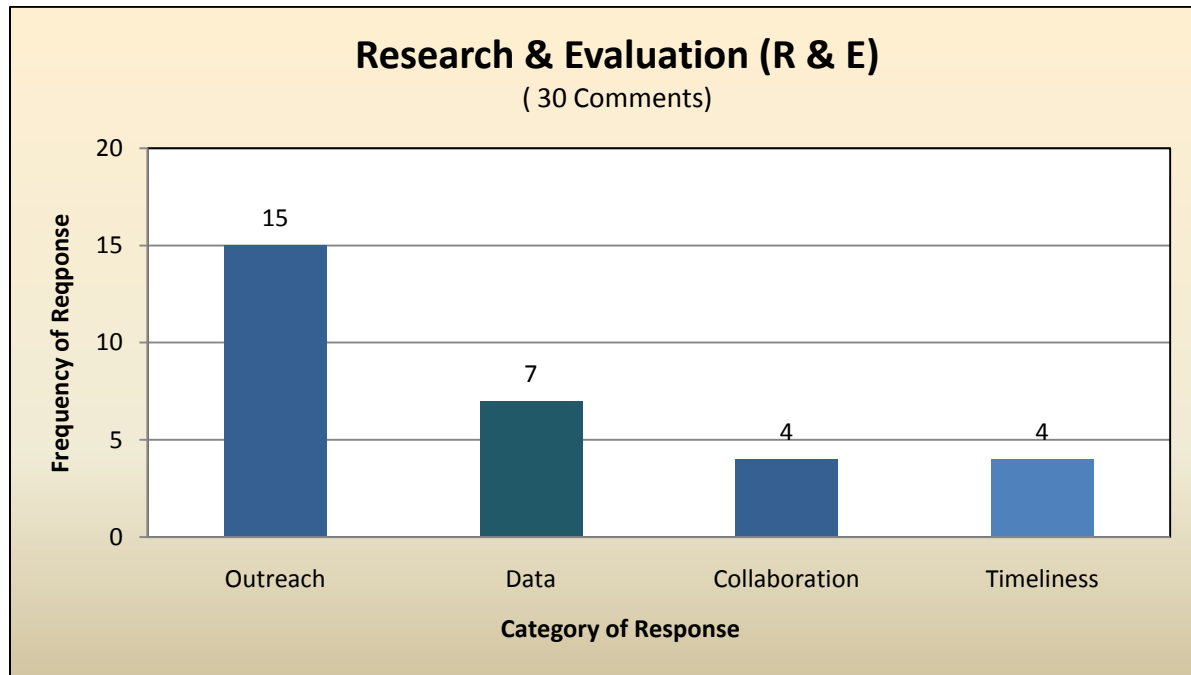
7. Research & Evaluation (R & E) (Overall satisfaction rating: 3.74)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Data collection and analysis
- Data reporting
- Special projects



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Outreach:

- Unsure of this group's role and what they do
- Unaware of this group; don't receive information from them

Data:

- Finalize data prior to publishing
- Provide accurate data in a timely manner, make it accessible to all divisions/units, and to the public

Collaboration:

- Share how/where information is obtained
- Develop collaborative partnerships with internal customers

Timeliness:

- Improve timeliness in delivery of data
- Provide more realistic timelines for R & E or more staff to effectively deal with priority projects

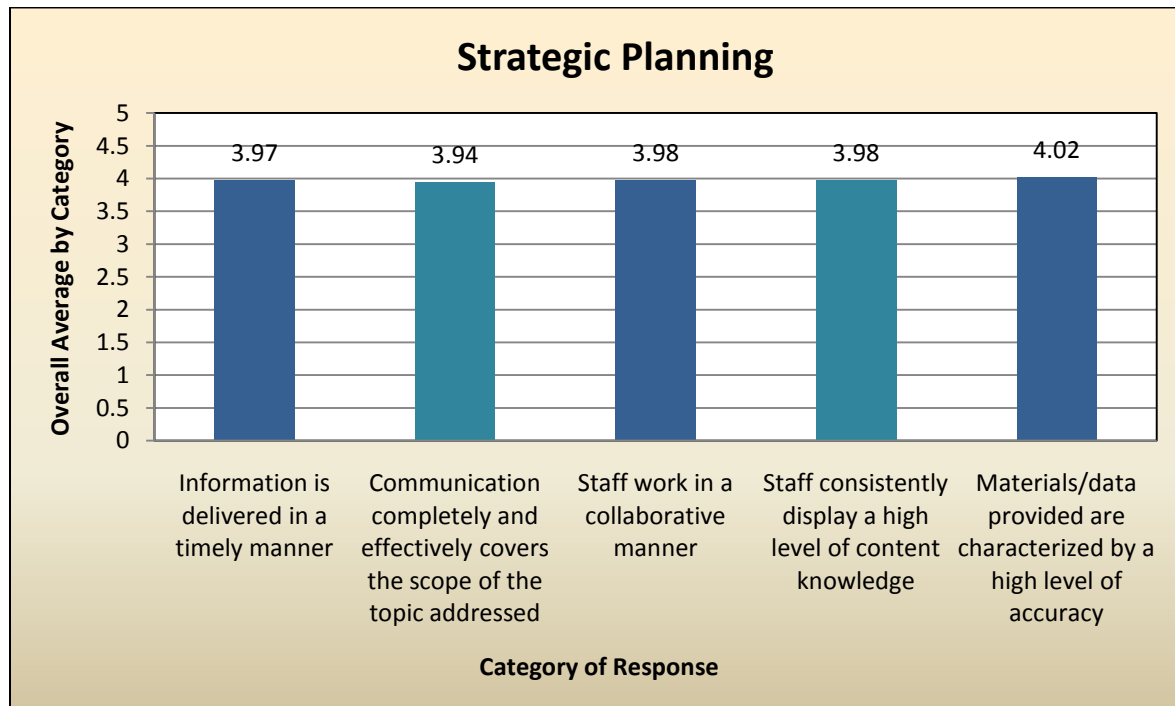
Working Well (Total 8 unsolicited comments):

- R & E staff do a great job; often go above and beyond
- Staff are providing accurate information and reports in a timely manner

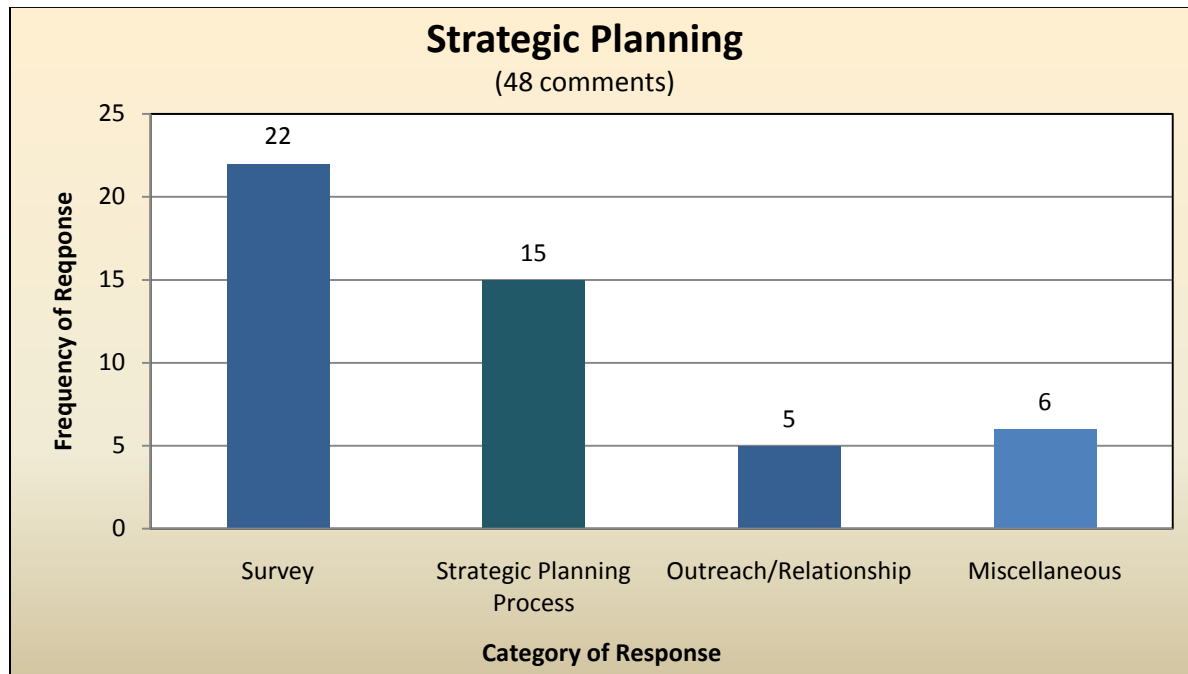
8. Strategic Planning (Overall satisfaction rating: 3.84)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Training, guidance and/or facilitation of ADE, Division, Section, Unit strategic plans
- Facilitation of Employee Satisfaction Survey
- Facilitation of External Customer Satisfaction Survey
- Facilitation of Internal Customer Satisfaction Survey
- Facilitation/support on special projects



“If you could identify one thing that we could do to increase your satisfaction with our service, what would it be?”



Survey:

- Survey too long
- External survey questions not applicable to our work; process should be more inclusive of staff with timely notification
- Make internal and external surveys more customized to get relevant feedback
- Ensure information from surveys is shared with all levels

Strategic Planning Process:

- Be more inclusive of staff in the process of defining Unit objectives, performance measures, and implementing Unit plans
- Make progress reports available to all staff
- Provide training/clear direction in the strategic planning process

Outreach/Relationship:

- Develop an understanding of the education environment and work conducted by ADE programs
- Develop collaborative, informed partnerships with internal customers

Working Well (Total 8 unsolicited comments):

- Unit has done good work, improved quality of surveys
- Staff are supportive